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A World Fair in Boston Nov 9, 196

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FOREWORD

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Many of you will recall that last year we made our first formal presentation of Freedom 75 to Boston business, civic and educational leaders. We then surveyed the attitude of the business community and found that over 80% reacted favorably and enthusiastically to the concept of a major Bicentennial celebration with global dimension. The Freedom theme was also strongly endorsed.

The only qualification was the need for further research to determine objectively the true feasibility of such a major project.

Thanks to the unselfish support from many quarters we have now completed our study of a report produced jointly by Arthur D. Little, Inc. and the Boston Redevelopment Authority.

The following pages summarize the most important considerations and findings -- further details are available at any time for your inspection.

Now, is the time for decision.

Gilbert H. Hood, Jr., President
1975 World Freedom Fair, Inc.

ands

-- A WORLD FREEDOM FAIR IN BOSTON --

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I. OPPORTUNITY

This year, we have an opportunity to lay the vital groundwork for an event of such proportions that it would create some 20 major benefits over the next two decades for Boston and New England. Here is a statistical suggestion of just how sizeable these benefits might be. Based on history and experience, we believe that the Freedom 75 Bicentennial can:

1. Achieve an attendance of over 20 million, and bring over 10 million visitors to Boston and New England in a single summer.

2. Earn $30 million in admissions, plus $36.9 million in other direct Bicentennial revenues.

3. Generate up to $200 million in visitor spending on the Fair grounds.

4. Generate up to $300 million in visitor spending off the Fair site.

5. Generate up to $65 million in spending on site development alone.

6. Generate over $100 million in construction and operation expenditures for the Fair.

7. Create some 8,000 jobs.

8. Create 400 acres of prime residential land for the land-starved cities of Boston and Quincy . . . stimulate major new development in the Dorchester Bay-Neponset River basin area.

9. Create costly buildings, streets, utilities, and amenities for the Bicentennial which would serve as the nucleus of an entirely new residential community, larger than the Back Bay.

10. Create new rapid transit and highway facilities.

11. Create new, permanent tax values and a broader tax base.

12. Increase retail sales as much as 15 percent.

13. Increase bank debits as much as 20 percent.

14. Increase airline revenues as much as 40 percent.

15. Increase hotel/motel volume as much as 35 percent.

16. Increase restaurant volume as much as 50 percent.

17. Increase gas and electricity consumption as much as 10 percent.

18. Create invaluable publicity . . . a whole new image of New England.

19. Increase tourism and trade throughout New England . . . . permanently.

20. Attract dozens of new clerical, manufacturing and service industries to New England . . . permanently.

II. OPPOSITION

One reason the stakes are so high is that this will be an official Federal celebration -- the 200th anniversary of the nation's birth -- not just one city's promotion. Because Washington has already initiated action on the Bicentennial by inviting cities to present their claims as possible sites, we can be certain of a sizeable Federal investment of many millions of dollars. This in itself assures the success of the celebration and sets it apart from such events as the current New York Fair, which enjoyed no such Federal participation.

We believe, however, that there are two sources of opposition which might prevent us from seizing this enormous opportunity virtually to transform the future of New England.

1. First, there are people -- several millions of them -- who are determined to stop us from staging the Freedom Bicentennial . . . people who want to take it away and run it themselves. Without a doubt Philadelphia constitutes the prime opposition with an already well-financed and well-organized group of civic leaders who are confident that the celebration is a sure thing for their city.

2. Which brings us to the second obstacle: ourselves. New Englanders are traditionally proud of their independence... or their individualism. And that's fine, of course. But just this once, we must all unite behind a single effort to win this prize for New England. We must think and act like a unified region... not a collection of separate states and cities.

III. OBJECTIVES

Our final goal, of course, is to bring the Bicentennial and its billion-dollar benefits to our area. The realization of that goal is still many steps, many days, and many dollars away. But before we can begin in earnest on the actual planning for the event, we must make sure that New England -- not Philadelphia -- is chosen as the site.

How can we do that? By persuading the members of the soon-to-be-appointed Presidential Commission that New England is unquestionably the only logical location for the celebration. Against smart and well-financed opposition from Philadelphia, which has already hosted the 1876 United States Centennial and the 1926 United States Sesquicentennial, we must create a presentation so vivid, so powerful, and so persuasive that it will leave the Commission completely convinced of the superiority of New England... and completely ready to make a final decision in our favor.

We have less than a year to finance, develop and present our case -- so we must start at once. But before we begin, let's see where we stand right now.

IV. ARTHUR D. LITTLE - BRA REPORT

As you may know, the Freedom Fair Corporation and the City of Boston, through the Boston Redevelopment Authority, last year commissioned Arthur D. Little, Inc., to conduct a detailed study of the feasibility of hosting a Bicentennial celebration in this area. The results of this study are now in, and I think you will find them as interesting and encouraging as we did. Before we go into detail, here are A. D. Little's general conclusions about the desirability and practicability of this event:

-- The Greater Boston community will enthusiastically support plans for a 1975 Bicentennial celebration if it can be assured the celebration will be attractive and successful. Moreover, we have had several indications that such plans will receive equally strong support throughout New England.

-- Greater Boston can provide adequate sites for exhibits and special events. It can also provide adequate accommodations and transportation for visitors to the celebration.

-- Previous international expositions have shown that celebrations of this sort can be successful both financially and functionally.

-- Boston has a good chance of winning the competition if it wastes no time in mounting a full-scale campaign and if its plan encompasses a New England-wide celebration with a principal exposition site in the Greater Boston area but emphasizing the historical significance of all of New England.

A. LESSONS OF EXPERIENCE

1. Criteria of Success

Despite the financial problems of the 1964-1965 New York World's Fair, the successful Chicago Fair of 1933 and the Seattle Century 21 Exposition of 1962 prove that a World's Fair can pay its way, provided that:

a. a genuinely important occasion exists to commemorate, as is very much the case with the National Bicentennial;

b. approval of the Bureau of International Expositions is obtained, making the Bicentennial a genuine "world's" fair;

c. there is substantial federal participation which will almost certainly be the case with the National Bicentennial;

d. exhibits and events are genuinely unique; second best is not good enough;

e. labor agreements are established which reassure potential exhibitors and other investors;

f. constant direct communication is maintained among fair managers and planners throughout the planning, construction, and operation periods;

g. concessions and supporting services are under direct control of fair management throughout the event;

h. financing arrangements are maintained as planned.

2. Seattle's Success Story

In brief, here are the statistics on Seattle's successful Century 21 Exposition three years ago:

a. 10 million admission tickets sold (over a million more than projected);

b. 1 million local residents, 1.8 million one-day visitors, and 1.2 million overnight or longer visitors (at an average of 3 nights each) attended;

c. visitor spending totalled $33 million on-site, $136 million off-site;

d. construction costs of $63 million; operation came to $21 million;

e. employment reached 6,000 during construction and 8,000 during operation;

f. permanent construction included $4 million space needle, $5 million monorail, $10 million science center, 18,000 seat coliseum, 800-seat playhouse, fine arts center and exhibit hall, 3100-seat opera house, parking garages, new highways and motels.

g. Financial highlights included a $7.5 million city bond issue, compensated in part by $4 million in direct tax revenues from the fair; a $10.5 million state investment, compensated in part by $6 million in direct tax revenues from the fair; and $5 million in pledges from local firms, banks and individuals for preparatory organization and planning, all of which was repaid, with interest, out of profits.

h. Continuing benefits, in addition to the Civic Center, include solid convention bookings in Seattle since 1962 and for several years ahead; added tourism throughout the area, with Vancouver at capacity during the fair period and tourism in Northwest now at a new high level; and dozens of new plant openings credited to interest created by the fair.

B. THE CRITERION OF HISTORY

Do Greater Boston and New England meet the basic requirement of historic significance for the Bicentennial site? The A. D. Little report answers this essential question with a resounding Yes, pointing out that: (a) no area of the United States has so rich a heritage of existing historic sites as Eastern Massachusetts and New England; (b) no other area was so intimately involved in the evolution of our principles of freedom; (c) no other area was so closely identified with the struggle for independence during the critical years preceding the Revolution; (d) as the hotbed of free thought and action, Boston was the first and chief British target: that is why the Revolution began here and continued here through 1775 and 1776. To quote Edwin W. Small, Historian to the National Historic Sites Commission, "At no time in American history has any one place ever played a more vital role or exerted a greater influence on the course of human events than the town of Boston between 1760 and 1776."

C. PHYSICAL CAPACITY

A. D. Little next investigated the capacity of Greater Boston and New England to house visitors to the Bicentennial. Given an estimated total of over 20 million admissions, twice Seattle's figure, hotel and motel accommodations should be more than adequate,

since Boston has over 10,000 rooms to Seattle's 5,000 (and Philadelphia's 8,300). Within a 30-mile radius, it is estimated that there will be over 20,000 rooms available by 1975. Transportation -- via highways, and MBTA lines, and boat service -- should also be comfortably in excess of demand.

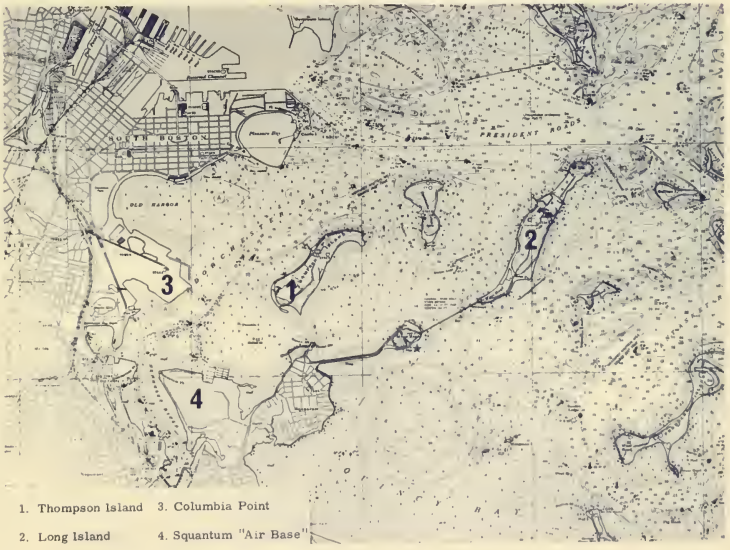
D. GENERAL SUPPORT

In a broad canvass sampling the various segments of the community, A. D. Little elicited solid support for Greater Boston as the focal point for the Bicentennial. Specifically, incumbent labor leaders expressed their belief in the willingness of their 1975 successors to enter into Seattle-type labor agreements to prevent work stoppages; the business community has been the earliest and staunchest supporter of the whole idea, as proved by your presence here today; government leaders, including the governors, senators, and representatives of the six New England states, have indicated their intention to form a block on behalf of the drive to bring the Bicentennial to New England; mayors and leaders of historic communities have likewise indicated that they will give their full support; educators, medical men, and researchers have all pledged their participation; and the press has responded both with warm enthusiasm and with concrete plans, ideas, and suggestions for the planning period and for the Bicentennial itself.

E. SELECTION OF THE SITE

After careful consideration A. D. Little narrowed its choice of alternative sites for the Bicentennial down to two possibilities. One was Thompson Island in Dorchester Bay (1 on map) plus adjacent areas which are part of the city of Quincy; the other was a tract of land owned by the MDC and located along Route 128 in the Newton-Dedham area. On the basis of such criteria as accessibility to the city center, with its many historic monuments and shrines; suitability for re-use; and availability for acquisition or lease at reasonable cost, the Thompson Island site and other lands in Dorchester Bay have been tentatively recommended.

Figure 1 -- The Harbor Islands



1. Thompson Island
2. Long Island
3. Columbia Point
4. Squantum "Air Base"

Thompson Island, the preferred site, is predominently cleared land, thus avoiding major problems of relocation and demolition. It is itself highly suitable for residential use after the Fair, and has the most interesting topography of all the islands. It has only one owner, the Thompson Academy. It is separated from Squantum peninsula by 1500 feet of tidal flats and a sand bar which is exposed at low tide.

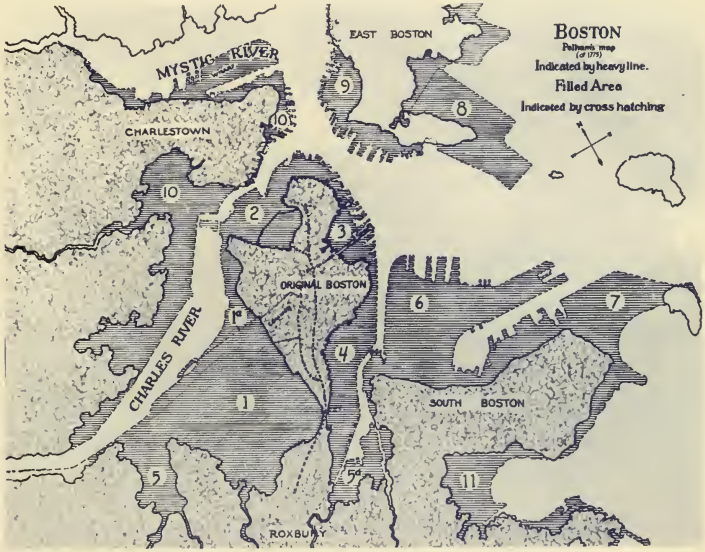
Among alternative sites, in the harbor, Long Island (2) lacks some of Thompson Island's locational advantages, and, since it is already connected to the mainland by a bridge and a highway, should not require the stimulus of an international exposition for its future development. It and the other Harbor Islands, nevertheless, would be both adequate and unusually exciting sites for the Bicentennial, and should be considered if Thompson Island is not available.

Development of Thompson Island for the Fair would in turn aid the Bay edge and undeveloped sections of Columbia Point (3) in their future development. The primary benefit to Columbia Point would be to make it part of a continuous, integrated pattern of city development, where it is now an isolated peninsula, largely cut off from the mainstream of city life.

Bicentennial development on Thompson Island would benefit the large, former naval airbase at Squantum (4) which is being held by its owner for future development, but which lacks the topographical and other advantages of Thompson Island for use as the principal Fair site.

Figure 2 -- Land Creation in Boston

The problem of finding a suitable new downtown site for the Bicentennial would be solved by filling in the tidal flats along the southern edges of Thompson Island and thus creating a new peninsula at Squantum. Far from being unique, this approach is as old as the city itself.



Large sections of the city have been created over the years by land fill: 892 acres in the Back Bay, the South End, and the Fens, (1, 1a and 5) from the 1850's to the 1890's; 70 acres at Mill Cove-(2)North Station) 1804-1835; 130 acres at the downtown waterfront and part of the North End (3), 1823-1874; 771 acres -- all of South Boston industrial district (6 and 7) 1836-1890; and 400 acres in parts of Charlestown, Cambridge and Somerville (10) 1860-1896. The airport today is still being added to by fill. All told, land fill has increased Boston's land area to three times its original size.

Figure 3 -- Thompson Island - Squantum Land Fill Plan

The present plan for the development of Thompson Island as a Bicentennial site and a permanent residential community calls for filling in the tidal flats, creating a total land area of some 400 acres. Small boat basins would be dredged on the east and west; a breakwater for the new basin would be put in the east. Access would be from Squantum by road and by MBTA, shown by the dashed line. The Bicentennial would then have more than enough acreage with the Thompson Island site, the filled-in land, and the large support area made available by the former air base at Squantum.

Figure 4 -- Proposed Columbia Point - Thompson Island MDC Dam

In addition to the minimum fill scheme explained above (1) a flood-control dam for the Neponset River, with locks and roadway, between what would now be the Thompson peninsula and Columbia Point, would be one of many significant improvements which, though not essential to the Bicentennial, would nevertheless be spurred on by it. The dam would: create a constant-level, all year boat basin at the mouth of the Neponset River, more than twice the size of the Charles River basin (2), thus flooding the offensive tidal flats around Dorchester Bay that inhibit better development of adjoining lands; incorporate Columbia Point and Thompson Island into a primary circulation system, thus greatly furthering their development; and, of course, provide direct highway access to the Bicentennial from the downtown via the roadway on the dam.

Figure 5 -- Comparison with Back Bay

Superimposed on a map of the Back Bay, one of Boston's foremost land-fill projects, the proposed Bicentennial site is shown to be every bit as ambitious, stretching at its present northern edge from Park Street to the Fenway on the west. Light tone shows original Island; dark tone fill area.

Figure 6 -- Site Plan for the Bicentennial

The basic components of the preliminary site plan, shown here, are: a total built-up area of about 200 acres, only one-half mile wide, accessible by water, transit, and by roadways; arrival points integrated with interconnecting pedestrianways, pools, fountains, plazas, and other amenities; a centrally-located amphitheatre for international folk arts, music, and drama; marinas and open spaces for other recreational activity during the fair. There are parking facilities in the southwest section. Pavilions (U. S. and foreign) are adjacent to plazas and pools. State and industrial pavilions and amusements are grouped around the marinas and open spaces. To the right, a 4000' by 400' boat basin protected by a breakwater with its marina.

Exhibits and facilities, designed to provide a near ideal balance of educational and entertainment values on the site, include:

* An 11-acre Federal exhibit with a permanent, 230,000 square foot building. Investment: $7 million, including landscaping.

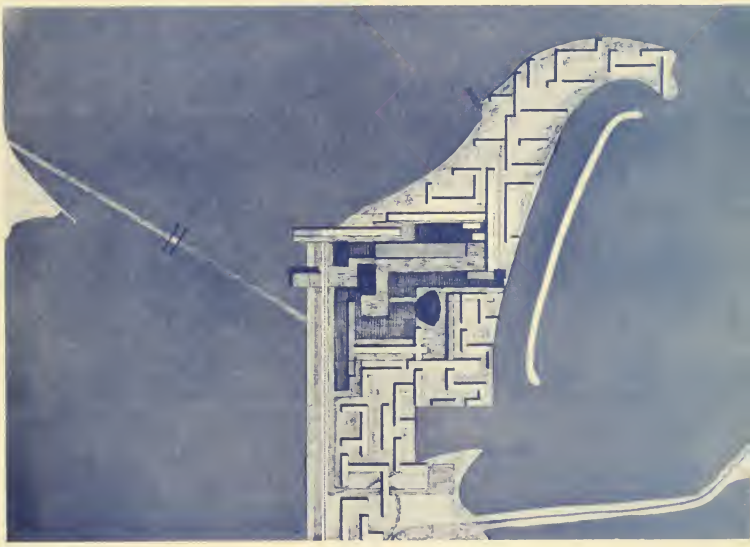
* A 12-acre area set aside for 50 state pavilions, averaging a 6,000 square foot building on a 10,000 square foot plot. Buildings may be permanent. Investment: $9 million.

* A 50-acre area for industrial exhibits, including 50 pavilion plots averaging 40,000 square feet each. This very conservative estimate would include 30 acres of buildings. Investment: $39,600,000, including landscaping.

* A 20-acre area of foreign pavilions, built and leased by the fair corporation.

Figure 7 -- Reuse of Fair Site

The primary reuse objective for the fair site is a new residential community with permanent Fair structures as its core. We therefore intend, as a matter of policy, to maximize the reuse value of every structure erected for the fair, wherever possible.



This plan shows a schematic representation of the new community. The major transportation network constructed for the Fair remains -- roadways, transit lines, and the dam with its roadway.

Pedestrianways, plazas, and pools, street lights, landscaping, and other utilities -- water, electricity, and gas -- remain to serve the new community.

Many fair buildings remain in form, but some with new uses:

-- the arrival buildings;

-- the United States pavilion, now serving as a public facility; other public use structures remain as schools and churches;

-- the amphitheatre remains for regional recreational purposes and as a focal point for community activity;

-- foreign pavilions and state and industrial pavilions, sold to private interests after the close of the fair, now serve as commercial facilities;

-- the rest of the peninsula devoted to open space uses during the fair remain as recreational amenities, or are sold as housing sites.

The new community should contain a characteristically urban density of development, rather than individual lots and detached houses. With these standards, up to 10,000 housing units, for about 30,000 to 40,000 residents, could be built.

Certainly no east coast city, in the last century, has had an opportunity to create an entirely new residential community of 400 acres, ten minutes from its downtown, surrounded by beaches, parks and boating facilities within a short walk from any residence.

This is, in the long run, the greatest opportunity that the Bicentennial offers to us -- greater than the Bicentennial celebration itself -- and one that we know may never come again if we don't take advantage of it now.

F. FINANCES -- COSTS AND REVENUES

In the opinion of A. D. Little a 1975 World Freedom Fair is financially feasible and permits an exciting and unique opportunity to create tremendous permanent value and stimulate the local and regional economy without placing any major net financial burden on local or state governments and taxpayers.

A balance sheet would be as follows:

Direct Expenditures	
Administration	$32,000,000
Site Development (purchase land, fill, roadways, utilities, breakwater, bulkheads and dock)	17,400,000
Building construction	12,300,000
Interest	5,000,000
	$66,700,000
Direct Revenue	
Admissions	$30,000,000
Rentals, concessions, exhibitions, royalties, etc.	17,000,000
Sale of land and buildings after 1975	19,900,000
	$66,900,000
Expenditures borne by Governmental Agencies	
MDC (dam, roadway)	$26,000,000
MBTA (roadbed plus equipment)	10,000,000
Corps of Engineers (minimum)	1,000,000
	$37,000,000

Indirect Revenue to the region and the Commonwealth	
Excise or use taxes	$ 15,750,000
Corporations profit on personal income taxes resulting from construction totaling at least $100,000,000	Not estimated
Visitor spending	280,000,000
Annual contributions or property tax by 1980 in Boston	3,000,000
Annual contributions of property tax by 1980 to Quincy	1,000,000

Minimum Exhibitors Investment in Pavilions and Landscaping	
Federal Government	$ 7,000,000
States	9,000,000
Industry	39,600,000
Amusements	Not estimated
	$ 55,600,000

G. METHODS OF FINANCING

A quasi-public Authority should be created at the outset to acquire and develop land, turn it over to a "Fair Corporation" for management of building constructions and 1975 operations, and then dispose of property, presumably by reverting it to the Authority. The Authority would issue bonds guaranteed by the State and/or the City.

The following schedule would cover the period 1966-1985.

Site Development

1966-1971	Authority	Expenditures	Revenue Sources	
		$17.4 M to purchase and develop the site	$17.4 M from bonds which include 4% interest payments up to 1980	

Pre-Fair Operations

1971-1974	Fair Corporation	Expenditures	Revenue Sources	
	Construction	$12.0 M	Private	$15.0 M
	Administration	20.0 M	City, State direct taxes,	
	Interest	4.0 M	loans	15.0 M
		$36.0 M	Advance sales and concessions	6.0 M
				$36.0 M

During Fair

1974-1976	Fair Corporation	Expenditures	Revenue Sources	
	Administration	$12.0 M	Admissions,	
	Interest	1.0 M	Leases, sale	
		$13.0 M	of buildings	$43.0 M
	Repayment			
	Private loans	$15.0 M		
	City and State	15.0 M		
		$30.0 M		
	Grand Total	$43.0 M		

Post Fair

1976-1985	Authority	Expenditures	Revenue Sources
	Administration	$ 1.0 M	$17.4 M

H. ATTENDANCE

We estimate about 20 million admissions to the Bicentennial celebration in the Boston area in 1975. This attendance will come from the following sources:

Local residents (within 50 miles)	9.0 million
Persons traveling from 50 to 300 miles	8.1 million
Persons traveling more than 300 miles	3.0 million
TOTAL	20.1 million

I. VISITOR SPENDING

In this part of our report we are concerned only with visitor spending within the Boston Metropolitan area, but excluding the exposition site itself. Our intentionally conservative estimate of this spending is $280 million. (This average of $14 per day is the low end of the range of data from U. S. World's Fairs.) It would be spent largely by the 5.5 million persons traveling over 50 miles to Boston. We have estimated that these visitors will visit the exposition an average of two times. We also believe that they will spend three nights in the area, using all or part of one day to visit historic sites and other points of interest.

Our projected breakdown of this spending is as follows:

	%	$ Million
Lodging	25%	70
Food and Beverages	30	84
Transportation	10	28
Entertainment	10	28
Other (clothing, services, etc.)	25	70

V. REVIEW AND NEXT STEPS

A. The 20 Benefits

Before we close, let's briefly review what this event can do for Boston and New England.

1. Achieve an attendance of over 20 million, and bring over 10 million visitors to Boston and New England in a single summer.

2. Earn $30 million in admissions, plus $36.9 million in other direct Bicentennial revenues.

3. Generate up to $200 million in visitor spending on the Fair grounds.

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19. Increase tourism and trade throughout New England. . . . permanently.

20. Attract dozens of new clerical, manufacturing and service industries to New England . . . permanently.

B. The Next Step

There you have it: the problems and promise of the 1975 Freedom Bicentennial in New England. Obviously, as you can see from the estimates, the potential for our region is staggering. Time is short for Boston if we hope to make this plan a reality. What, then, is the next step?

Simply this: to create, with all possible speed, a presentation on New England as the only logical site of the Bicentennial -- a presentation, as we said before, so persuasive and powerful that the members of the President's Commission will find its conclusions inescapable and will endorse them unanimously.

In a word, that means a presentation impeccably organized, dramatically written, beautifully and forcefully illustrated, and masterfully presented by an outstanding spokesman for New England. It means hard and unremitting work on a presentation whose quality is essential and whose price is incidental. It means, therefore, a presentation which will cost money. And, gentlemen, to raise that money -- to find the funds to do the job that must be done -- we must rely on you. You have a pledge card in your hand. The sum we need -- at once -- to begin developing our presentation -- at once -- is $100,000. The stakes, as we have told you, are over one billion dollars in benefits and revenues for New England individuals, firms and communities. We leave it up to you.

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